

## New program to affect contract awards

Story by Alexander Kufel

**S**mall businesses struggling to get by in geographic areas that have not yet experienced economic upturns now have a stronger ally in their fight for survival. On Jan. 4, the Small Business Administration implemented a new program designed to increase the chances for survival of firms located in what is defined as "historically under-utilized business districts" or HUBZones. As Federal agencies involved in construction, both POD and HED have mandated goals for awarding certain contracts to firms located in specific areas and meeting specific criteria.

Alex Lau, POD deputy for small business, and Monica Kaji, the HED deputy, said that new regulations governing the awarding of Federal contracts in the range of \$100,000 to \$3 million soon will provide helping hands in locales where no one else might be in a position to offer assistance. In brief, a firm must apply for eligibility and meet several criteria to be eligible:

- They must be located in a qualified U.S. census tract (HUB-Zone) or in a qualified non-metropolitan county in which the median household income is less than 80 percent of the state's median household income, or where unemployment is more than 140 percent of the statewide average.

- The company ownership must be by a U.S. citizen or citizens.

- 35 percent of the firm's employees must reside in a HUBZone.

Kaji said that certification results in certain advantages for a company in that they would be eligible for "set-asides," competing only against other HUBZone concerns; would be eligible for award using "sole source" procedures; or would be eligible to receive a 10 percent price evaluation preference in



*Alex Lau, POD deputy for small business, and Monica Kaji, HED deputy, discuss the implications of the HUBZone program for Corps contracts. Photo by Alexander Kufel*

solicitations using full and open competition procedures.

Lau said that the current goal for the Division is for one percent of the contracts to be awarded to HUBZone firms, with that figure increasing by a half percent each year until 2003, when it will be three percent of the total contracts.

## Westphal wraps up Pacific visit in Hawaii

The Assistant Secretary of the Army for Civil Works, Dr. Joseph W. Westphal arrived in Honolulu Friday, Jan. 30, for five days of familiarization with Army installations and water resources development projects in Hawaii as part of a 13-day visit to U.S. military commands in the Pacific.

"My visit to Hawaii is an important one," he said, "because while the Civil Works program in the Pacific is relatively small monetarily, its geographical presence in this part of the world makes it significant overall." The U.S. Army Corps of Engineers

Civil Works program is one of the few programs that links economic growth to environmental protection, said Westphal. Because of that the Corps and its water resources development efforts are an important part of the administration's priorities, he said.

Westphal's Hawaii itinerary included discussions and briefings with Pacific Ocean Division (POD) commander Brig. Gen. Carl A. Strock and Corps staff, a U.S. Army Pacific Round Table

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**Judgment:** *Judge a man by his questions rather than by his answers.*  
—Francois Marie Arouet Voltaire, French writer, 1694-1778



*By Lt. Col.*  
**Wally Z. Walters**  
*HED Commander*

## **HED Commander's Comment**

# Thoughts both important and urgent

**T**his column comes at the time between intention and realization, with hopeful resolutions for the New Year behind us but still too premature to take their measure. For most of us it is also a time of great busyness in our lives as tasks call for immediate action from all sides. Along with the pressing demands of work and home, it is ever more necessary to distinguish the important from the merely urgent.

Of greatest importance to me this month is to pause and sadly note how much all of us will miss Elsie Smith, recently stricken with a severe brain hemorrhage from which recovery is all too unlikely. It was a special honor to begin command of the District by returning the District flag to her after receiving it from Brig. Gen. Carl Strock. In her optimism, dedication and caring for those around her she has always signified to me what is special and best about the District. Sharing time with her has been a rare privilege, a perspective on the District's past and inspiration for its future. Elsie, we all miss you and are keeping you in our thoughts closest to our hearts.

Many tasks have occupied the District this past month, including key milestones on important projects, senior visitors, a formal request to the Division for realignment of the District, and command inspection by the HQ, USACE staff. In all these tasks, the dedication and performance of members of the District have been gratifying and are much appreciated.

Secretary of the Army, the Honorable Louis Caldera, visited Schofield Barracks and walked through the Whole Barracks Renewal project. He was much impressed by our work. The Assistant Secretary of the Army for Civil Works, Dr. Joseph Westphal, spent a week touring the District's area and observing our projects. He remarked several times on the great work being done and left with a greater appreciation of the challenges faced by the District and its members.

Following his visit Secretary Caldera signed the key documents for the condemnation and acquisition of the Kahuku Training Area, a major project our Real Estate Office is bringing to closure before the existing lease runs out at the end of this month. Other key project milestones include the pending award of the Palau Compact Road, the completion a month early of de-

signs for barracks in Korea, and groundbreakings in American Samoa. Great work is also being done on many other projects and programs not separately identified here.

Detailed commentary on the realignment organization and the organization charts were sent to everyone in the District on 19 January. The announcement of the District's realignment proposal should not cause concern that more downsizing is under consideration. There are no plans for anyone to lose employment or a grade. Realignment is a consequence of downsizing, the continuing effort to separate the Division and the District, and the need for greater efficiency. As realignment is approved and implemented some individuals will change positions or duties. Every effort will be made to ensure this proceeds in an orderly and fair way for all concerned. Where necessary, accommodations will be made to assure continued employment of all permanent staff and to recruit for essential vacancies. While I anticipate the new organization will be effective on 1 April full implementation of all positions is not likely until October when full funding of new Division staff positions is expected. In the next several months other initiatives will be undertaken to focus on improving our processes as we realign to the new organization.

Preliminary results on the Command Inspection are very encouraging. The Division and the District did well in the inspections and the interaction generated several important issues for HQ, USACE to provide us with further assistance. That the Division and District did so well despite the many competing challenges of the last year is a tribute to the immense dedication and efforts from everyone. Mahalo.

While the months ahead will continue to be busy for everyone, keeping perspective about what is important and what is merely urgent will remain difficult. As important as any task we have is to care for those around us, both at work and at home. Valentine's Day is almost upon us. I urge you to ensure you take the time to properly acknowledge your family and the care they provide for you.

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**Inquiry:** *The important thing is not to stop questioning.*—Albert Einstein, German-born American physicist, 1879-1955

## Opinion

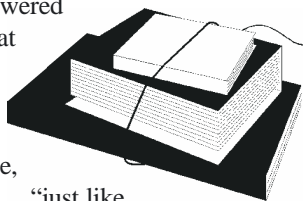
# Education ain't what it was

For years I've always fallen back on the name of one of America's most historic authors when faced with a question as to the correct spelling of my last name. From the phone company to the bank to the guy who wants to send me tickets to the annual rodeo to support local charities, I've said "it's spelled with a 'w' and an 'e' at the end, just like Nathaniel."

Until recently, that has usually been enough. But several times in the last several months I've been getting a "Huh? Who is he?" from young people. And that is scary. I called an 800 number somewhere on the mainland to get some information and an application several weeks ago. A young man answered and my immediate impression was that he was educated, had some intelligence, and appeared to be efficient. We moved right along in the basic information he needed for the data base, address, phone number, last name . . . "just like Nathaniel" . . . there was a pause. I said, "you do know who Nathaniel Hawthorne was, right?" He said, no he didn't. I asked him how old he was. He said, 23 and in college. At the age of 23 he is several years into college, I would guess. And still, he really didn't know who Nathaniel Hawthorne was. I said "Scarlet Letter," "House of Seven Gables". Any of this ring a bell? No, it didn't.

So now all of a sudden I find myself an aging curmudgeon about to tell my young understudy how much he has been missing in his basic education. Oh, the urge and the temptation were there all right. So, I mentioned something about the value of an American Lit class and left it at that.

So I ask you: Is it just me, or should we be at all concerned if a generation of Americans have conspicuous blind spots in their education about America? Some people argue that the problem with politically correct take-your-pick-hyphen-Americanism is that if carried to extremes it begins to erode our national identity. We're always asking ourselves "What is America and Americans anyway?" Maybe it's harder to come up with the answers. Did this young man's high school English teacher, faced with limited time, resources, and even perhaps student interest, opt to select for study volumes by Cesar Chavez or Isabel Allende rather than Nathaniel Hawthorne. Did his teacher reason that he and other students will learn enough about Hawthorne, Poe, Whitman, Longfellow and the rest in someone else's class and it was his responsibility to expose them to those alternative writers that are so important for a well-rounded education these days.



Well, a huge, gaping hole where Nathaniel Hawthorne ought to be is not what I consider to be a well-rounded education. And if you've ever tried to read Hawthorne, then you will know why I am not suggesting that you actually READ these books. That kind of pious literary boredom should never be imposed on anyone who isn't educationally obligated to pay the price (an English or American Lit major, let's say). But you don't have to read every page of "The Scarlet Letter" to know that it exists, or who wrote it, or even basically what it's about.

And how many other holes are there in this young man's "American" education? What if my last name were Edison, Franklin, Wright, Turner, Ford, or Stowe?\* Huh? Who?

That 23-year-old was, I hope, just a little embarrassed by a stranger on the phone. Just enough to head to a library — check that— the Internet and do a name search. He seemed just smart enough to want to fill some of those holes as quietly and unobtrusively as possible before he suffers similar embarrassment with familiar faces in the room.

But still, I worry that fundamental facts of Americana are strewn along the highway of knowledge with no one interested in picking them up. It's too easy for our children to speed along that highway without ever hitting a pothole and still end up at the right end of the road but at the wrong address. If that sounds too much like a riddle then let me put it this way:

There are certain things we share as Americans that you don't expect non-Americans to know. In World War II, some of this information was so unique to our countrymen that it could serve as passwords:

Sentry challenge: "The Sultan of Swat."

Answer: "Babe Ruth."

Answer back "Hassanal Bolkiah" (Sultan of Brunei) and get ready to dodge bullets.

It really doesn't have to be so important, it just has to be common. Without it, we lose our identity. Now maybe none of this matters at all. But to say that is to say that the past doesn't matter to the future, and today has no bearing on tomorrow. It occurs to me that it does and that someone should have taught that young 23-year-old who Nathaniel Hawthorne was at some time during his education. Forget why Johnny can't read. I'd rather know why Johnny is reading the wrong stuff.



**The View  
from Here**  
by Larry Hawthorne

\*Thomas Edison,  
American genius and  
the father of electricity;  
Benjamin Franklin, inventor,  
American statesman;  
Frank Lloyd Wright,  
American architect;  
Frederick Jackson Turner,  
American historian and  
author of "The Turner  
Thesis;"  
Henry Ford, American  
industrialist who invented  
the assembly line and the  
Model T;  
Harriet Beecher Stowe,  
author of "Uncle Tom's  
Cabin."

**Change:** *If you want to make enemies, try to change something.*—(Thomas) Woodrow Wilson, 28th U.S. President, 1856-1924

## Profile

# New EEO specialist ready to assist

Story by Alexander Kufel



*HED Equal Employment Opportunity specialist Lolly Silva.*

Consistent with her actions since she started working for the Corps of Engineers as a mail clerk 19 years ago, environmental specialist Lolly Silva recently made yet another career change and became the HED Equal Employment Opportunity (EEO) specialist.

"I feel that I am a much more useful employee today as a result of the experience I've had than if I had just stayed in the first job I started with," said Silva. "Each time I changed jobs, I acquired

more responsibilities, and instead of forgetting what I had learned, found that I was adding to it. Having that kind of inner strength is a wonderful feeling and I recommend it for others," she said.

Silva is taking over District responsibilities from Anita Naone, who will now be able to concentrate on being the Division EEO officer. Naone said that her own role will change somewhat as she completes her work with the transition of separating the Division and District. Ultimately, she said, her job will center on promulgating EEO policies to the districts.

There is much more to her job as District specialist than simply fielding employee complaints, said Silva. Among her responsibilities will be perpetuating dignity and respect among the workforce and facilitating personal growth among the employees.

"There are many people in HED with talents that are not being used to the fullest," she said. "I want to do what I can so people are given the opportunity to move around within the organization and develop those skills which may lead them to a higher level of achievement."

Silva also said that with so much diversity in the workforce, she wants to keep promoting awareness of various cultural traditions.

Recently, said Silva, she read a "wonderful" book called "Who Moved My Cheese?" (See Review below) that people might find useful in this time of rapid change. She said that some of the businesses that have been most successful in adapting to new markets have made it required reading for their employees. Silva said that she has always admired those individuals who have lots of skills and can put them to use wherever necessary.

"To me the greatest compliment is for someone to say, 'She can do anything,'" she said. "I want to be that kind of person, and I think HED will become that much more of a force in the engineering world if the same can be said of all its employees, female and male alike. If we are to grow and mature as individuals, we need the flexibility to learn new things. I'll do whatever I can to help people achieve their goals."

## Book Review

by Alexander Kufel

Spencer Johnson, MD, co-author of "The One-Minute Manager" (with D. Kenneth Blanchard. Morrow, N.Y.: 1981) has moved on to a new topic: dealing with change in work and in life.

"Who Moved My Cheese?" (G. P. Putnam's Sons, N. Y.: 1998) tackles the subject head-on by presenting the parable of four characters, two "rodents" and two "humanoids," who react to the relocation of their "cheese" in different ways, and to differing outcomes. Among the functions of books dwells the ability to put thoughts into words and thereby make them tangible. Johnson demonstrates his ability to reduce complex issues to simple terms—some might say overly simple—and present them in such a way that doing other than what the book "prescribes" seems like sheer folly.

The parable begins with a gathering of people, moves on to the story of the payoff, or "the cheese," being moved, and explores

responses with a discussion of events. Along the way, the reader is informed that an individual's attitude has a lot to do with outcomes and is given permission—no, mandated—to change their mind, their expectations, their ways of doing things. Persistence has its advantages, implies the author, but "staying active does not necessarily mean that one is being productive." The notion of normalcy is a myth without merit, he continues. It is less than desirable for things to return to the way they used to be and outcomes must be constantly examined for validity. This book maintains that if people want to control their lives, they must develop a new mental picture of what they want to achieve. In exchange, they will find themselves strengthened and within reach of their goals.

When I was young I sometimes felt that I had all the answers, if only I could ask the right questions. This book packs a wallop in its 94 pages by making one realize that every day, in every aspect of a person's life, questions still need to be raised, and once raised will facilitate answers.

**Anticipation:** *Hockey players skate to where the puck is going to be. You have to play the game that way.*  
—Vance Coffman, president and COO of Lockheed Martin

## Westphal visit...

*Continued from page 1*

discussion and site visits to Schofield Barracks troop barracks and family housing projects. Westphal, who heads up the Army's nationwide Civil Works water resources development program, took a helicopter orientation tour of Oahu civil works projects, and visited Maalaea Harbor on Maui and Kaunapali Harbor on Lanai, where the Corps has planned navigation projects. He also visited Pohakuloa Training Area and Kilauea Military Camp on the Big Island as well as the Army's Central Identification Laboratory in Honolulu and the National Memorial Cemetery of the Pacific at Punchbowl.

Westphal said he is familiarizing himself with Corps of Engineers projects worldwide. A spokesperson from his office said that Westphal, who assumed his post in June 1998, was asked by the Secretary of the Army to review "quality of life" issues for soldiers related to infrastructure along with his inspection of water resources projects. Westphal said that, budget progress notwithstanding, it remains for the Army and its components to become "more creative" in addressing the areas of military pay and quality of life.

Before arriving in Hawaii Westphal visited Corps of Engineers and Army project sites in Korea to-



gether with Patrick T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs. Westphal said traveling with Henry enabled him to better understand policy concerns they both face and raised the "focus level" of each other's programs.

"I think this trip will go a long way in helping both of us reach the policy decisions we have to make," said Westphal.—Alexander Kufel

*HED commander Lt. Col. Wally Z. Walters (left), and POD Technical Services Director Louis Carr (right) discuss a planned navigation project at Kaunapali Harbor on the island of Lanai with Assistant Secretary of the Army for Civil Works, Dr. Joseph W. Westphal (middle), as Paul Mizue, HED chief of Civil Works Branch, (far right) keeps everyone on schedule. HED Photo.*

## Wailupe Stream study expected to end

It came as no real surprise but still bad news to a group of Aina Haina community leaders recently when Corps representatives reported findings that called for an end to the study to provide a flood control project for Wailupe Stream. Lt. Col. Wally Z. Walters, Honolulu District Commander, and several district staff met with Aina Haina neighborhood board directors in early January to update progress on a feasibility study to build a channel along Wailupe Stream. The courtesy visit was in advance of a recommendation the district commander will make to the Pacific Ocean Division commander to end Corps involvement in the study.

"We are unable to participate at this time," said Walters, "primarily because of economic considerations."

The engineering solution to Aina Haina's flooding problems from the stream would cost more than could be expected to be returned in long-term benefits, he said. The current benefit-to-cost ratio of a project is only about .89, making it more than a dime

short of the usual dollar-for-dollar return that is required of such projects in order for the federal government and the Corps of Engineers to be involved. Local officials who had followed the progress of the flood control study were already aware that the economics were questionable. Several looked toward local government for assistance if the Corps could not be involved directly.

"We're not saying that state or local entities cannot pursue a project," Walters said. "And we're also not saying that just because we are unable to play a role we would like that there is no longer a flooding problem. There is a problem and it needs to be corrected."

Several members of state resources agencies present at the Aina Haina meeting listed possible non-federal alternatives to be considered. They ranged from self-help projects, to management of the flood plain. The meeting adjourned with an agreement to explore alternative measures more fully at future meetings or at a public meeting announcing the end to the Corps study. —Larry Hawthorne

**Children:** *Tell our children they're not going to jive their way up the career ladder. They have to work their way up hard. There's no fast elevator to the top.*—**Marian Wright Edelman**, children's advocate

# *Pau hana* time in Hawaii: Let

## An “entertaining” view folks moving after the

*Story by Alexander Kufel*



(Above) *Hula halau Pua Alii Ilima performing in Las Vegas. Vicky Cleaver, RM, is the second performer in line. (Right) Hula dancer Pauline Kahalioumi.*

It will come as no surprise to some, but there are people within POD and HED who take music seriously enough—whether it involves singing, dancing, playing an instrument, or all of these things—to do it professionally, or at least competitively. It doesn't mean they are the only ones who perform well enough to entertain others, but they are the ones to whom people look as an example of co-workers who don't necessarily stop giving of themselves when the workday is finished. Getting them to talk about themselves was another matter entirely, because if there's a common thread between them, it is that they are quite modest about their accomplishments and would much rather be on a stage somewhere performing than talk about it.

Military accounting technician Victoria “Vicky” Cleaver said that she gave up a scholarship to Kamehameha School to attend Kaimuki Intermediate School with her cousin as a family favor. There, she developed an interest in *hula*, and went on to dance in *kumu hula* Victoria Holt Takamine's *halau* “Pua Alii Ilima.” Cleaver said that she danced competitively and professionally for 13 years and still likes to dance as long as it's “just for fun.” Cleaver said that she was so active as a youngster that a childhood disability



(Right) *Tina and Manny Bagasani stop dancing long enough to be photographed at a ballroom dance competition.*



ended up in her losing her foot and that she has the distinction of being the only physically handicapped person who ever competed successfully in the Merry Monarch Festival. “I love the old dances and wouldn't let them change any of the steps just for me,” said Cleaver “I just learned how to do them the right way.”

Also a *hula* dancer, IM computer specialist Pauline Leinaala Kahalioumi said that she really looks forward to Thursdays because that's when she practices both ancient and modern dances with Halau Hula Ohana under *kumu hula* Olana and Howard Ai.

“Dancing is a part of my heritage and I'm proud to be a part of perpetuating the past, keeping it alive

**Technology:** *Technology is only a tool, a great tool. But it's not what you live for, it should not take over our lives.*  
—David Wang, founder, Computer Associates International

# *the good times roll local style*

## of life keeps these day's work is done

for future generations," said Kahalioumi. She said they perform regularly in Waikiki and for various organizations and that a major event for them each year is to dance at the hoolauleas during Aloha Week. Kahalioumi can also be counted on to dance at POD and HED functions.

Justina "Tina" Bagasani, secretary in the RM Budget and Manpower office, said that even though she and her husband Manny love to dance, they get the most satisfaction teaching young couples "how to dance beautifully for their first dance" on their

and warehouseman with Logistics. "I started playing music in the 8th grade in Germany and I've been going ever since." Santiago said that he's a vocalist and plays drums in the four-piece combo "Koa." They perform Hawaiian Contemporary music at weddings and birthday parties. Currently, they have been "working up" some original music and are seeking backers to produce a "single." Santiago said, too, that he's very active in the Moanalua Assembly of God church orchestra and was an integral part of their "singing Christmas tree."

Perhaps the best known HED musician, civil engineering technician Katie Tamashiro, ED-MA, has performed for many years as a vocalist and pianist, playing jazz, Hawaiian music and, on occasion, country and western.

"From way back music has brought people together," said Tamashiro. "If everyone made music important to their lives, it would really make the world a better place."

She said that lately there is little work for pianists in local clubs, but at one time she performed regularly at the old Tahitian Lanai, the Inn of the 6th Happiness and, most recently, at Roys in Hawaii Kai. She is best noted for her creative piano stylings and has performed on numerous occasions with many famous groups and with her own band. "If I weren't working this job, I would be making music full time," she said.

*(Left) Vocalist Katie Tamashiro, ED, performing in Las Vegas with her band. Musicians included Gabe Balthazar on saxophone.*

*(Below) Vocalist and percussionist Ken Santiago performing at a birthday party.*



wedding day. Bagasani said that such instructions are shrouded in secrecy and provided in the privacy of her home garage and even the parents of the engaged couple are surprised when the couple twirls around the dance floor at their wedding reception. The "first waltz" never fails to bring tears to people's eyes, she said. The Bagasanis also teach children how to dance and keep their ballroom dancing skills honed by dancing regularly with a group of about 40 other couples called "Ballroom Dance, Unlimited." Tina said that they enter competitions on a regular basis and are scheduled to enter a major event in Las Vegas, Nev. this April.

"I make music because I feel it's something I've got to do," said Kenneth Santiago, a forklift operator



**Instinct:** *Trust your hunches. They're usually based on facts filed away just below the conscious level.*  
—Dr. Joyce Brothers, psychologist

## Technical Services Director sees diversity in future of organization

*Story by Alexander Kufel*

**P**OD Director of Technical Services, Louis Carr, holds a unique position as one of two SES executives in the Division. His responsibilities include ensuring the technical competency of district employees involved in the day-to-day execution of projects.



*Louis Carr.*

Thomas Ushijima, the Director of Program Management, and the other civilian executive, oversees the processes of project management. Execution of specific projects rests with each District in the Division.

While training comprises one part of ensuring competency, Carr said that a much bigger part of his job involves anticipating

the future and determining which skills will be needed, and when, and then taking steps to make sure that everything is in the right place at the right time.

Carr said that it's no accident that there is so much talk about diversity in the workplace. The pressures

of the world marketplace require that an organization such as the Corps of Engineers be the best. That means that it has to attract and keep the best people, regardless of their ethnicity or cultural background, and cultivate a multiplicity of job skills for each person.

"As an organization assumes its 'right size,' the versatility of its employees will make a huge difference in how successful it will be," Carr said. People need to consider both functional and physical mobility as a means of increasing their experience, he said, adding that now that mobility opportunities are greater for all, people need to resist the "comfort zone syndrome" and take the plunge.

It was a mandate from then-President Kennedy ordering integration of government agencies that led to Carr's 35-year career with the Army Corps of Engineers, he said. Born a person of color, in Texas, the career paths open to him as he was growing up in a segregated society were limited.

"The expectation was that a 'professional' black man could become a teacher, a preacher, or an undertaker," said Carr. "I was good in math and science, so I flew in the face of that tradition and pursued engineering."

Carr received his bachelor's degree from Prairie View A & M University, a historically black college in Texas and the only option in his home state, knowing that in the future he would face difficult decisions. He said that he felt certain that he would have to leave the South and was willing to do that to be an engineer.

Following graduation, he married his wife of 35 years, Elma Jean, and shortly thereafter was hired by the Fort Worth District. Ten years into his career, he acquired a master's degree in hydrology from the University of Texas in Arlington. Most of his career has been spent in Texas; all of it has been with the Army Corps of Engineers.

Discrimination didn't magically end with Kennedy, said Carr. But awareness of its wastefulness did start to gather momentum then.

Carr said that although both the nation and the Corps have, indeed, changed significantly since he began working for the government, challenges still exist to ensure equal footing for everyone.

"I will gladly use my position as an executive to eliminate barriers for others, regardless of their background, to maintain what's been accomplished and create an environment where people can flourish," he said. "People are too valuable to waste."

## Army Engineer Assn. memberships available

**C**urrent or former member of the U.S. Army Corps of Engineers are eligible for membership in the Army Engineer Association. Benefits include a distinctive membership certificate; a subscription to *The Army Engineer*; discounts at the Engineer Regimental Store at Fort Leonard Wood; active participation in preserving Army Engineer history and traditions; and keeping up to date concerning current Army Engineer developments and activities.

Memberships are: \$15 for 12 months; \$25 for 24 months; or \$35 for 36 months.

The 36 month option includes a free Engineer Regimental Coin for first time members.

For more information, including an application form, write AEA, PO Box 634, Fort Leonard Wood, Mo., 65473, visit the World Wide Web at [www.armyengineer.com](http://www.armyengineer.com), or call 573-329-6678.

—Information courtesy of the Kansas City District

**Leadership:** *It doesn't take a hero to order men into battle. It takes a hero to be one of those men who go into battle.*  
—Gen. Norman Schwarzkopf, retired U.S. Army Commander-in-chief

## Regional Roundup

### Daeho Construction Company commended

**Seoul, Korea** — On Mon., Jan. 11, 1999, Daeho Construction Co. received a letter of appreciation from Far East District (FED) for its outstanding performance on the construction of a cold storage addition to the Pusan Storage Facility. Lt. Col. Mark Cain, FED Deputy Commander, presented Daeho Construction Co. represented by Hyun-Jong Hwang, General Project Manager, and Chang-Sik Kang, Managing Director, with a letter of appreciation signed by Col. Donald E. Plater, Commander, Material Support Center - Korea.

Daeho Construction was the contractor for a cold storage addition to the Pusan Storage Facility. The Far East District provided oversight of the contract for its customer, the Material Support Center -Korea. Daeho was recognized for its outstanding performance during construction of the addition.

"All the frozen food for prepared meals for U.S. Forces Korea personnel is stored at the Pusan facility before it is distributed to the units throughout Korea for use in their dining facilities," said engineer Sam Adkins, FED Southern Resident Office.

"If there had been any glitch a lot of food would have been lost, but Daeho was able to keep part of the facility in operation at all times during construction," Adkins added.

This was a CY92 Republic of Korea funded project to provide a 20,000 square feet addition to the existing cold storage plant, doubling its chill storage capacity and increasing its frozen storage capacity by 25 per cent. The project also required replacement of the outdated anhydrous ammonia cooling system with a new refrigerant system. A supplemental agreement was added to the contract for repair of the elevated water storage tank at the Pusan Storage Facility.

The contract was completed in September for a total cost of \$8 million.

### USACE conducts annual inspection

**T**he annual USACE command inspection of Pacific Ocean Division and Alaska Engineer District and Honolulu Engineer District took place Jan. 25 through Feb. 5 with teams visiting Division and District components. On Feb. 23, Maj. Gen. Russell Fuhrman, USACE Director of Civil Works, and staff will come to Honolulu from Washington, D. C. to brief Pacific Ocean Division Commander Brig. Gen. Carl A. Strock on inspection results.



U.S. Army Corps of Engineers



### Strategic Vision

#### •Revolutionize effectiveness

Align for Success

Satisfy the Customer

Build Team

#### •Seek growth opportunities

Serve the Army

Enhance Capabilities

#### •Invest in people

Build Strategic Commitment

Reshape Culture

### Zama apartments nearing completion

**Camp Zama**—Work crews here are wrapping up construction of a 68-unit apartment complex—just one step in a 23-year project aimed at replacing every home connected to the base. The U.S. Army Corps of Engineers is scheduled to finish the project by the end of February, Army Capt. Judi Krause said. The building could be ready for occupancy in May. Wayne Boyd, housing office director, said the May deadline is tentative because the tower's furnishings have been slow in arriving.

"People keep wanting to know when that thing's going to be wrapped up," he said. "I think May, but it's still a little bit of an unknown."

Krause said the project isn't adding any new living space. The apartments are replacing dozens of substandard homes torn down in late 1997. Officials have planned a similar fate for the 670 units spread across Sagami-hara Housing Area.

"A lot of the units here and in Sagami-hara are quite old," she said. "They were built in the 1950s, and it's starting to show. We could maintain them. But you hit a point where it costs more to keep them going than to start from scratch. We've hit that."

Within the next few months, surveyors will look for a site to build a new John O. Arnn Elementary School. It will be at least another year before residents see any new structures pop up, however. The project will not affect commercial buildings such as Sagami-hara's shoppette or movie theater.

The Corps of Engineers would not say how much the new tower or Zama's "master plan" will cost. The Japan Facilities Improvement Program is paying for the bulk of the work. Japanese officials spend about \$1 billion a year maintaining U.S. military bases.

—Matt Curtis, Tokyo. Reprinted from 1/23/99 Pacific Stars & Stripes

**Habits:** *The unfortunate thing about this world is that good habits are so much easier to give up than bad habits.*  
—Somerset Maugham, British author, 1874-1965

## Trouble typing? Speak up, maybe the computer can't hear you

**S**houting at the computer is nothing new for many of us, but getting the thing to scramble in response to a specific command certainly is the stuff of dreams. Recently, at HED's Office of Counsel, the future touched the present as technical consultant Henry deButts demonstrated some current developments in voice technology.

If you can do it with a keyboard and mouse, you can do it verbally, said deButts. His particular program, "Dragon Dictate," claims an accuracy rate of 90 percent and deButts said it can operate on any PC-based computer (as opposed to Macintosh), as long as it has a window to contain it.

Advancements in noise cancellation technology have resolved problems that originally were the bane of voice operated programs, said deButts. Microphones today can measure ambient noise, compare it with sounds coming from the primary speaker, and record only what's being dictated to it. Air conditioners can be left on, telephones can ring, others in the room may converse, and all will be ignored as the software transforms commands and dictation into precise, correctly spelled text, at a rate that is truly astonishing.

It is not entirely automatic, however. Grammar and punctuation remain the responsibility of the "writer." It cannot match sentences to context, and the program has to be "trained" to differentiate between such phrases as "I screamed and ran up the stairs," and "Ice cream doesn't have hair."

"Wake up," said deButts calmly into his microphone headset. An icon blinked on the computer display.

"Letter to Sam," he continued. A name and address appeared on the screen, the words "Dear Sam," appeared below the address. The cursor blinked, waiting.

"Thank you for the information I requested and for the assortment of samples that you sent. Period. Go to sleep," said deButts. A correctly spelled sentence appeared on the screen. At the sound of the command "Go to sleep," the cursor stopped blinking and the computer stopped responding. Another verbal command could send the letter to the printer.

There is a price to be paid, of course, said deButts. And that is in the amount of effort, time and training required for an individual to be fully operational. The system has to be learned, he said. Commands have to be memorized; new working habits have to be developed in tune with the requirements of the program. Beyond that, one is limited largely by their imagination, he said.

DeButts said that the basic software can be acquired for under \$200 and it is not uncommon for a contemporary CPU to have a clock speed of 200 Megahertz and 96 Megabytes of RAM memory, the minimum required to run the program. Dictionary modules for medical and legal terminology add to the cost, \$400 hi-tech microphones can provide greater convenience and control, and faster computer processors yield quicker responses.

There are four major companies producing voice technology programs, said deButts. For those who find it easier or advantageous to dictate rather than type the future is here.—*Alexander Kufel*

### PRODUCTIVITY CORNER

#### Flexibility wins the day

After World War I, Kimberly-Clark developed an absorbent material they used in their Kleenex product. But for years, Kleenex was marketed for only one use: a cold cream remover. Then customers began writing, asking why K-C didn't tell people it was good for blowing your nose. The marketing department finally took the suggestion and tested the two messages. The handkerchief version won out. Eventually, K-C came up with a list of 48 "typical" uses of Kleenex.

—Bits & Pieces, Economics Press, Fairfield, N.J.

#### Improving on old ideas

Christopher Sholes wasn't the inventor of the typewriter. As a matter of fact, he was the 52nd person to patent the machine. But he and a business partner were the only ones to persist and have a vision for their invention.

Sholes worked for seven years tinkering on a design for his typewriter. But money was running out. So he wrote letters hoping to find a backer. James Desmore bit. Desmore realized, however, that they needed more mechanical expertise and financing, so they sold the rights to Remington. Although off on their initial marketing ("Persons traveling by sea can write with it when pen writing is impossible."), Remington eventually got the recognition that the typewriter deserved and the company became known for typewriters.

—B.A. Botkin, *A Treasury of American Anecdotes*, New York, N.Y.

#### Practice makes you master

Examples abound of people who found their success doing something they never set out to do. Margaret Rudkin had never baked a loaf of bread before. But when a doctor made whole wheat bread using only natural ingredients as a part of her young son's treatment for asthma, she had to learn how.

The first loaf was like a brick, but she continued experimenting with recipes until the bread became quite tasty. Soon it became the only bread served in the house. When visitors came, they asked where they could buy the bread.

Rudkin took a dozen to a local grocer to test just how marketable her bread was. She buttered the bread and had him taste it.

The grocer ordered more immediately. Rudkin was very particular about her product from every ingredient to the wrapper.

Soon Pepperidge Farm became synonymous with high-quality baked goods.

—The Executive Speechwriter

**Luck:** *The harder you work, the luckier you get.*—Gary Player, South African golfer, 1935-

## PRODUCTIVE PEOPLE



### Adalina Chun

*Hometown:* Honolulu

*Years with Corps:* 4-1/2

*Works in:* Information Management

**E**lectronics engineer Adalina Chun says that she was drawn toward engineering by two brothers already in the field and is quite satisfied with her career choice. She graduated from the University of Hawaii and first started working for the Corps as a co-op student. She is now involved with operating the LAN (Local Area Network), with staffing the IM Helpdesk, and with new technology.

"The Helpdesk can be challenging," said Chun. "I learn a lot." While in college she specialized in computers and electrophysics. "I find that my engineering courses helped me develop troubleshooting skills that have proven quite useful at work," she said.

She also said that she likes the group aspect of work, particularly that of interacting with her coworkers, and enjoys being part of a team.

After work, Chun likes to window shop, spend time with her family and friends, and play the piano. She also likes to "surf the net" on her home computer and sometimes finds herself caught up in trying to find solutions to computer problems that were left unresolved at the end of the work day.

She said that she does manage to leave work behind, however, and also likes traveling. Although she has gone TDY to Korea, she's taken other trips together with her family to Korea, England, France, and other parts of Europe, primarily to visit one of her brothers working overseas. Her family is quite close and enjoys each other's company.

Adalina is making HED more productive.



### David Anthony Lau

*Hometown:* Kaneohe

*Years with Corps:* 16

*Works in:* POD, Program Management

**S**chooled in civil engineering as an undergraduate at the Univ. of Washington, and in coastal engineering at Univ. California-Berkeley, program manager David Lau worked summers at POD while still a student. He knew that he wanted to work with the Corps following graduation, and his first full-time position was with Los Angeles District. It took him a few years before he was able to transfer home to Hawaii.

Today, as a program manager, Lau said that he's happy with the way things turned out and finds his responsibilities within POD's civil works program interesting because he gets the "big picture" view of things.

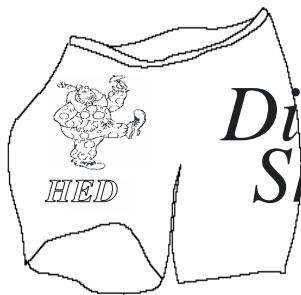
Lau's interest in long-term results is reflected in his involvement with his family and his participation on committees at work. Married for 12 years to Eileen, with three children: Tyler, 7; Bryan, 6; and Alyssa, 16 months, Lau is currently taking karate lessons together with his sons and was the coach for his son's soccer team this past season.

At work, he is chairman of the Ho'okupu Ohana morale and welfare committee and also is a member of the SEPC (Special Emphasis Program Committee).

"I enjoy being involved in things like this," he said. "It feels natural to be a part of the bigger community and I just do what needs to be done. I've never really asked myself why."

David is making POD more productive.

**Conscience:** *Conscience is like a baby. It has to go to sleep before you can.*—Anonymous



## District Shorts

**Congratulations** to **Lise Ditzel-Ma, PP-P**, and **Dickson Ma, CO-Q**, on the birth of their son,

**Jaryd Franz Ma**, Jan. 18, 1999. Jaryd weighed

in at 6 lbs., 14 ozs. and the word is that the mother and baby are doing fine, as is the proud dad.

**Aloha means Hello** to **Misty**

**L. Payne, RM-S**. She is the new payroll liaison office customer service

representative, coming to HED from USARPAC, Directorate of Resource Management.

**Aloha means Goodbye** to the following individuals who have all taken assignments at JED:

**Darren Michibata, PP-P**; **Wendy Michibata, PP-MM**; **Nelson Rulona, CO-Q**; **Jill Tomishima, RE**.

**Aloha means Goodbye** to **Bernice Homan, CT-S**, who left Jan. 15 to take a position with the Fort Shafter Garrison Directorate of Contracting, and to **Michael O'Leary, CT-C**, who left Feb. 5 for a job in telecommunications.

**Aloha means Best Wishes** to **Elsie Smith**, Public Affairs Office. She was felled Jan. 15 by the effects of a brain aneurysm and is in Straub Hospital in Honolulu for treatment. Family and friends from across the Corps of Engineers are praying for her recovery.

## The Electronic Library

By Ruby Mizue

HQ USACE official publications go electronic

The Corps of Engineers has established an Electronic Publications Library on the INTERNET at <http://www.usace.army.mil/inet/usace-docs/>. Since the July 1998 announcement that that all USACE 'official' publications will no longer be printed after 30 September 1999, the USACE publications site has been expanded to provide listings of new publications including ER's, EC's, EM's, EP's, and ETL's and Publications Bulletins. Announcements are also distributed via email by the various stovepipe distribution lists. Look over the publications library and watch for announcements on the latest publication issuances. You can verify that you have the current regulation and also view and print each full-text publication from this collection.

### Army Civilian Personnel Online Library

The DA Civilian Personnel Administration Home Page at <http://www.cpol.army.mil/> provides essential Army civilian personnel management information to personnel specialists, managers, and employees. If you need current information on training, job recruitment, regulations, communications, and links to other personnel information systems, you should bookmark this page. Much of this information is organized into a civilian personnel management library which is the first link on the home page. Browse through the library for 690 series AR's, phone directories for the regional Civilian Personnel Operations Centers, Forms, Salary Schedules, Per Diem Rates, Travel Regulations, Job Standards, and many other personnel-related topics.

### Tax Time Help!

Be sure to check out the Internal Revenue Service's (IRS) home page for the latest tips, forms, publications, and information to help you complete your return. See their web page at <http://www.irs.ustreas.gov>.

## 1999 GENERAL SCHEDULE (GS) BASE RATE SALARY TABLE\*

STEP	1	2	3	4	5	6	7	8	9	10
GS- 1	\$13,362	\$13,807	\$14,252	\$14,694	\$15,140	\$15,401	\$15,838	\$16,281	\$16,299	\$16,718
GS- 2	15,023	15,380	15,878	16,299	16,482	16,967	17,452	17,937	18,422	18,907
GS- 3	16,392	16,938	17,484	18,030	18,576	19,122	19,668	20,214	20,760	21,306
GS- 4	18,401	19,014	19,627	20,240	20,853	21,466	22,079	22,692	23,305	23,918
GS- 5	20,588	21,274	21,960	22,646	23,332	24,018	24,704	25,390	26,076	26,762
GS- 6	22,948	23,713	24,478	25,243	26,008	26,773	27,538	28,303	29,068	29,833
GS-7	25,501	26,351	27,201	28,051	28,901	29,751	30,601	31,451	32,301	33,151
GS- 8	28,242	29,183	30,124	31,065	32,006	32,947	33,888	34,829	35,770	36,711
GS- 9	31,195	32,235	33,275	34,315	35,355	36,395	37,435	38,475	39,515	40,555
GS-10	34,353	35,498	36,643	37,788	38,933	40,078	41,223	42,368	43,513	44,658
GS-11	37,744	39,002	40,260	41,518	42,776	44,034	45,292	46,550	47,808	49,066
GS-12	45,236	46,744	48,252	49,760	51,268	52,776	54,284	55,792	57,300	58,808
GS-13	53,793	55,586	57,379	59,172	60,965	62,758	64,551	66,344	68,137	69,930
GS-14	63,567	65,686	67,805	69,924	72,043	74,162	76,281	78,400	80,519	82,638
GS-15	74,773	77,265	79,757	82,249	84,741	87,233	89,725	92,217	94,709	97,201

\* Effective January 1999. Reflects 3.10% increase. Does not include locality adjustment, nor COLA